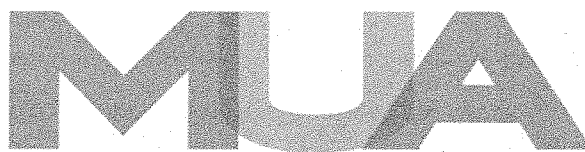


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UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF MANAGEMENT AND LEADERSHIP

BML 308: CONFLICT MANAGEMENT

DATE: 20TH DECEMBER 2016

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

QUESTION 1

Read the Case Study below carefully and answer the questions that follow:

COMPANY XYZ

Vic- Vale's new job was not turning out as he had hoped after successful interview eight months earlier. His previous position was a marketing manager in a small sized company where he had responsibility for five staff and 2 supervisors.

Everything had worked smoothly- staff knew what they had to do, rarely questioned any instructions or changes in routines, respected their supervisors and achieved their group bonuses. His own deputy manager had been an experienced older man who put him under no pressure unless marketing targets were not being achieved.

It had all been remarkably easy to manage. In putting himself forward for the new job.

Vic- Vale had wanted to find a new challenge at work and to make use of his academic and professional training, which had earned him a very good first degree in business Administration and part qualification for his professional marketing qualifications.

However, in his new post, Vic- Vale was distinctively uneasy. Although still a young man of barely thirty years of age, he had been promoted to take charge of marketing and product development unit composed mainly of research, product development marketing and sales staff. The unit was small comprising ten staff, in all of whom five were considered as very bright workers with good careers prospects in front of them, two were junior researcher just out of university and three staff were people who had spent some time in either production development or marketing environments.

The company's Chief Executive was pleased with the team he had put together, well rounded, capable of product development and competent to take the product to the highest levels in terms of sales. The team leader was not only well qualified academically and could therefore keep up with the marketing and sales specialists, but crucially was aware of the practical implications of product development's activities

The reality of the situation however was that Vic- Vale felt considerably less satisfied with the way his unit was working- there seemed less sense of being a team, people kept questioning why they were not involved in decision making and why their views were not sought in important unit issues. They seemed disgruntled at the interference in their work by the new manager who did not seem to appreciate the ideas of older staff in the unit. The Chief Executive had already spoken with Vic- Vale tactfully on his management style but did not seem to have yielded any positive results. In fact, several qualified and experienced staff were leaving the company.

Departmental employees rarely asked for guidance nor wanted to have discussions with Vic- Vale. They sought help from other managers in the organization and carried out their duties as if the marketing manager was not existent. Vic- Vale was beginning to be quite uncomfortable with this alienation and was wondering what to do

Required:

- a) Explain how you would manage the conflicts within your team. (6 marks)
- b) Explain the different levels or stages in intergroup conflicts. (10 marks)
- c) Explain the negotiation strategies that you would apply to manage the conflict. (4 marks)
- d) Explain the most important dispute resolution techniques. (5 marks)

QUESTION 2

- a) Explain conditions which could initiate conflict situations in an organization. (10 marks)
- b) Conflict is a dynamic process. Discuss the steps/ stages involved in the conflict process. (5 marks)

QUESTION 3

- a) Conflict undergo different stages. Explain the different stages. (10 marks)

- b) People may appreciate the same situation in different ways and so respond differently. Explain the different response styles of the people involved in conflicts.

(5 marks)

QUESTION 4

- a) Different strategies are used to manage conflicts within an organization. Explain the lose- win strategies of managing conflicts. (2 marks)
- b) Explain briefly the three theories/ view of conflicts. (3 marks)
- c) Negotiations helps in managing conflicts within an organization. What are the steps involved during the negotiation process. (10 marks)

QUESTION 5

- a) Explain the conflict resolution process steps. (5 marks)
- b) Discuss the conflict stimulation techniques. (3 marks)
- c) Explain the functional consequences of conflicts. (7marks)

QUESTION 6

- a) Explain any five symptoms of conflict in an organization (5 marks)
- b) Explain the different ways you can deal with your anger. (5 marks)
- c) Justify the reasons why many parties which are in conflicts refer mediation to arbitration or conciliation. (5 marks)